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Ground Zero: A Firsthand Account

John Maloney

On May 6, safety and health professionals from the Montana Department of Labor and Industry (DLI) reported for work in New York City as part of the around-the-clock effort to ensure the safety and health of workers involved in the World Trade Center (WTC) recovery effort.

"The World Trade Center is one of the most dangerous worksites in America," said John Maloney, Chief of DLI's Safety Bureau. "We are proud to send our professionals to help ensure the safety and health of the men and women who are tirelessly working in the recovery operation at Ground Zero."

Since the September 11 terrorist attack, OSHA has worked at the WTC site 24 hours a day, seven days a week, to help protect workers involved in recovery, demolition and site-clearing operations. More than a thousand federal and state OSHA staffers from throughout the United States have assisted in the protection efforts. As of November, OSHA had recorded nearly five thousand injuries and forty "near misses" during recovery efforts.

Seven Montana DLI staff worked at the recovery efforts. They represented the OSHA On-Site Consultation program for Montana that is largely funded by a grant from OSHA.

When the Montana volunteers began, the WTC site appeared to be a large pit (70 feet deep in some areas) surrounded by the slurry wall. Several individuals referred to it as a "giant bathtub." The cleanup was reported to be somewhere in the range of 75-90 percent complete. There were no fires, but it was reported that "hot spots" were still being uncovered, and identified by clouds of water vapor.

The perimeter of the site continues to shrink, which creates some interesting problems where the general public mixes with cleanup efforts. For example, prior to our volunteers arrival, workers uncovered an ammunition vault containing one million rounds of ammo and weapons. A few bullets went off when struck by heavy construction equipment. Respirator Fit testers at that time saw an influx of customs officers who needed respiratory protection so they could go into the pit and take custody of any ammo or weapons that were found.

Montana volunteers performed respirator fit testing and Personal Protective Equipment (PPE) assessment at the OSHA operations trailer, and one

(Continued on page 16)

Commissioner's Corner

Wendy Keating

Just the other day, I was thinking about how great it is to work in an agency that values appreciation. As you read this newsletter, I think you'll be quite impressed by the number of "High Fives" that crossed my desk and are included here for all to read. The employee satisfaction survey provided lots of constructive feedback for improvement, but my heart was glad to read all of the good things you have to say about your coworkers.

Appreciating others is something that every single one of us can do to make the Department a great place to work. I challenge each of you to take a moment to verbalize your appreciation for someone in your work place. We have many unsung heroes in our department, and I think it's time to sing their praises. Written thank you notes are a simple way to express your gratitude, and I think you'd be amazed at the impact they have for building work relationships and maintaining goodwill.

Incentive Awards and the Governor's Award for Excellence in Performance are underway, and I know I will face some tough decisions in selecting our winners. Whether or not you were nominated for these awards, please know that I recognize the excellence that occurs daily in our department, and I'm grateful for the work you all do every day.

Just the Facts:
What You Need to Know If You Are Contacted by the Media

Kelly Chapman

Picture this: you're working hard at your desk, when all of a sudden a reporter from your local television station calls to seek information about recent happenings in your office. Do you know what to do, what to say, and how to say it?

Public employees may be uneasy speaking to the media for a variety of reasons, and fear of having statements taken out of context probably heads the list. When we speak to the media, we do so as representatives of the department and state government as a whole, which adds considerable weight to the comments made. Often, media requests are made to simply collect facts, statistics, and public information available through the department. Occasionally department staffs are requested for interviews and are not sure how to respond, or if they should respond at all.

What to Do

Whenever the media contacts you, it's important to provide the information to the reporter in a timely fashion, and to notify the Commissioner's Office so that we are aware the information has been provided. You are the technical expert, and we rely on you to share your objective knowledge with all customers, including reporters. A quick e-mail or phone call containing the name and organization of the reporter, the data requested, and the data provided should be sent to Kelly Chapman, Customer Relations Officer (kechapman@state.mt.us or 444-1520). If a reporter asks you for a department opinion or asks you to make a subjective comment about a particular issue, you should forward the call to the Commissioner's Office. We will work with you to develop an appropriate comment and may even arrange an interview between you and the reporter. Now what?

What to Say?

Before sitting down in an interview with the press, make sure you know the general theme of the article or segment being reported. It is completely appropriate for you to ask the reporter in advance about the parameters of the article. Reporters want to provide accurate information, and they are normally working on tight timelines. Questions you could ask the reporter include:

- "What's the story about?"
- "What story are you trying to tell?"

- "Who else have you interviewed?"
- "Who will you interview?"

The proactive steps you take to prepare for the interview will be appreciated as it will allow the reporter to base their report on the facts and help them meet their deadline.

When you know the general theme of the article, take some time to develop three or four main points that you want to make. Prepare a few short sentences that would make appropriate quotes, focusing your speaking points to the target audience of the article. Rehearse these statements before the interview so that you will be confident in your message and comfortable with your delivery. Try to anticipate questions you may be asked, particularly if the possibility exists for negative questions or points of view from the reporter.

How to Say It

After a whirlwind of activity and careful but quick preparation, it's time for the interview. It may be difficult, but it's important to stay calm throughout the interview. Staying calm will show your willingness to cooperate and also portray a professional image of yourself and the department. Don't feel pressured to answer a question immediately. Take a few seconds before answering to organize your thoughts, and then speak. If you lose your train of thought in the middle of answering a question, pause and ask if you may start over. Answering the question that has been asked is extremely important. If you don't understand the question, ask for clarification. If you aren't sure of the answer to a question, say so. Offer to locate the information or put the reporter in contact with someone that will be able to help. Speculation and exaggeration are inappropriate and may lead you to saying something you'll regret later.

Try to avoid saying, "No comment." This answer gives the impression that you are trying to hide something. You can bridge over to a positive statement by responding with:

- "It's too early to predict."
- "That information is protected under our department's confidentiality policies."
- "That's outside my area of expertise."

By responding with one of these answers, you still aren't commenting but you avoid the connotation and speculation that are tied to, "No comment." If you aren't comfortable talking on the subject, refer the reporter to someone who can address the issue. Everything you say will be on the record – do not argue, lose your temper, or speak negatively of anyone during the interview. When you have answered the question, stop talking. Don't allow the silence to intimidate you into saying anything more. Tips for answering difficult interview questions appear in the box to the right.

At the end of the interview, many reporters will ask if you have anything more to add. This is your opportunity to summarize your key points and end the interview on a positive note.

As you can see, effective media relations involve much more preparation and skill than we might realize when we see people interviewed on the evening news. Working with the Commissioner's Office when you speak with the media will ensure consistent and professional messages to the public. If you have any questions about responding to media inquiries or would like assistance with press releases, interviews, or publicity for events, please contact Kelly Chapman.

The fall issue of Labor and Industry News will feature *Just the Facts: Copyright Considerations.*

Recognize and Respond to Trick Questions

The False Alternative

Example: "Was your decision based on monopolistic practice or did you just not know?"

Solution: Ignore the alternatives and focus on your message. Lead the interviewer rather than allowing him or her to lead you. "The root of your question is motivation..."

The Hypothetical

Example: "If X happens, what will you do?"

Solution: Avoid speculation. Turn the conversation into a positive point. "I don't have a crystal ball, but..."

The Loaded Preface

Example: "Your company has been called inept by the unions. So what are you going to do about the layoffs?"

Solution: Try to correct the perception and then move on to the positive. "On the contrary, we..."

The Absent Party

Example: "So-and-so has stated that your organization is behind the times..."

Solution: Don't argue with someone who is not present. Instead of commenting on that statement, turn to something else. "I'm not familiar with that remark, but we..."

The Inconsistency

Example: "In 1997, you said X; now you're doing Y. Why the change?

Solution: Take an historical perspective. "The environment was different in 1997 and we..."

The Irrelevancy

Example: "As President of XYZ Co. and an avid runner, what are you doing about running safety?"

Solution: Give a bit of information about running and then bridge to your major issues.

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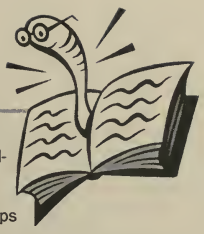
DLI Bookworm



"Teamwork is an Individual Skill: Getting Your Work Done When Sharing Responsibility" by Christopher M. Avery, Meri Aaron Walker (Contributor), and Erin O'Toole

According to Amazon.com:

"Becoming skilled at doing more with others may be the single most important thing you can do to ensure that you remain employed in the emerging knowledge economy. Teamwork Is an Individual Skill offers best practices, tips and developmental activities for taking personal responsibility for the success of teams and other relationships at work. It equips you with a set of individual mental skills and behaviors that will help you create highly responsible and productive relationships. No longer will you find yourself complaining, "I got assigned to a bad team." Instead, you'll know what to do to make teamwork work for you. This book aims to remove the ambiguity that exists around teambuilding by focusing on five abilities:

- Personal responsibility for productive relationships
- Creating powerful partnerships
- Aligning individuals around a shared purpose
- Trusting just right
- Developing your collaborative mindset

Most importantly, Teamwork is an Individual Skill shows that teamwork is an individual responsibility and skill set, not a group process, and shows how a person can be powerful when sharing responsibility to get things done.

Amazon.com readers gave this book an average score of 5 stars, out of a possible 5 stars.

High Fives

- Phil Brooks was recently featured in the "People Worth Knowing" section of the ***Independent Record.*** The article was titled **"Helenan Working to De-Myth-tify Economics".**
- "What a wonderful new R & A website. I am very impressed. We can all be very proud that this is part of the DLI presence on the web. Way to go, Casey [Greenwood]!" — *Kim Lindstrom*
- Bob Thornton, JSEC Coordinator for the Helena Job Service Workforce Center was recently named Veteran Small Business Advocate of the Year by the Small Business Administration. This is quite an honor for Bob and for the department!
- "I have always had just the best experiences with your personnel. I want to name two that I know by name. Shirley Rush and Sheryal Strong are two of the most considerate and efficient employees. I have talked to at least two others with the same effect so I know it runs through your organization. All of the people only did their jobs, but they did it so professionally, politely, and most of all sincerely. I can only say thanks again." — *James Singer, St. Mary*
- "You have an excellent crew in the UI Division and I can't tell you what a tremendous job they are doing for the unemployed of our state. They have been hit with massive, unexpected layoffs statewide and those staffers are just top-notch in going way above the norm in trying to keep up with the huge volume. If there are gold stars to be given out, those in the trenches on processing claims and payments get my vote!" — *Myrna Omholt-Mason, Governor's Office*
- "I am writing to applaud the professional and courteous manner in which Ms. Susan Gardipee conducted herself. She acted in a manner that is refreshing and non-intimidating, it was a pleasure to show and assist her in inspecting our salon." — *Lane F. Mathis, Futura Lane & Associates, Helena*

Employee Profiles

Where in the World is Candy Cardwell?

Tina Hash

If you can't find her training local Workforce Center staff around Montana these days, you may find her back east lending her expertise to another national committee.

Candy Cardwell was recently awarded a spot on America's Career Kit Consortium (ACKC). Joe Ward, assistant director for the Labor Market Institute, nominated Cardwell to the LMI Institute Consortium members and then her name was submitted to the America's Career Kit Consortium. The announcement of Cardwell's appointment was made May 7, 2002. She will serve on the full consortium as the representative from the training committee and LMI Institute, another consortium where she serves as Montana's representative. Cardwell works as a Labor Market Information trainer for the Research and Analysis Bureau.

Cardwell's newest duties include serving as a spokesperson and representative for the America's Career Kit (ACK) products, including America's Job Bank (AJB), America's Learning eXchange, (ALX), America's Service Locator (ASL) and America's Career InfoNet (ACINet). Cardwell said, "The training committee focuses on how can we best support the publicly-funded employment and training system, employers, and job seekers, in using the America's Career Kit tools." Members review teaching materials and work to raise awareness within both the public and the one-stop communities of America's Career Kit products.

Candy Cardwell, Labor Market Information Trainer, Research & Analysis Bureau, Workforce Services Division

Cardwell said the America's Career Kit Consortium will ensure input is sought from local, state and national partners regarding the broad directions for the Career Kit products, requirements for new versions of Career Kit products, and the planning associated with building new versions of the products.

She said most America's Career Kit Consortium (ACKC) members are assigned to both a product specific and "cross-training" committee. The outcomes of each committee's work will be determined by requests from the America's Career Kit executive committee and committee input.

Cardwell added the standing committees deal with issues such as design, marketing and product specific issues like America's Job Bank (AJB), America's Learning eXchange, (ALX), America's Service Locator (ASL) and America's Career InfoNet (ACINet).

When asked about the importance of having a Montana rep on the national committee she said, "My role is to represent the LMI Institute, but either way, I feel this is a benefit to Montana because we are on the forefront of cutting-edge decision making for the tools our customers like the Job Service staff, employers, job seekers and students will use. I feel that any time we have a voice in what is being developed and used, we can continue to provide the best service to our customers." She added, "As the LMI Institute rep, I have a voice in what training is being developed and how it is delivered on a national level. Hopefully, this means that training can and will be provided in an effective and timely manner."

High Fives

- "Just wanted to pass along another "well done". One of my reemployment customers said that she had received very good and professional service from **Cheri (Sommerfelt)**. Thanks. Your, Cheri's and all the UI team's good work makes my job so much easier." — *Doug Oakland, Missoula Job Service Workforce Center*
- The **Flathead Job Service** received positive mention in the Spring 2002 issue of Latitudes, Big Sky Airlines customer magazine. The article specifically mentioned the excellent services offered by the business advocate staff at the Flathead office.
- In a letter to Senator Max Baucus: "I recently had the pleasure of working with **Dave Laber**, Business Advocate at the Helena Job Service Workforce Center. It was very worthwhile and a real service to me as an employer. Mr. Laber is excellent at what he does. " — *Timothy S. Pool, Executive Director, National Bowhunter Education Foundation*
- "I want to THANK YOU [**Bob Rightmire**] for taking up almost all of your day getting me back up and running. I have already put a whole bunch of hard work in and will be able to get caught back up. THANKS again!" — *Vicky Clark, Cut Bank Job Service Workforce Center*
- Online licensing and licensee lookup were highlighted by Gov. Martz in an interview with Government West magazine, May/June 2002 issue. Gov. Martz commented on these products as part of Montana's e-government initiatives.
- "**Nancy Dunagan** is an outstanding asset to the Board of Pharmacy and the Department. She represents the Board well to the public and is quick to assist people in getting what they need, answering questions, and navigating the system. She is clearly a team player and has developed a healthy respect for the members of the Board." — *Lis Merten, National Association of Chain Drug Stores*

Nan Nail, Dedicated and Caring

Roy Mulvaney

Most people in the Department either know Nan personally or know who she is by her dedicated service to the Department and Unemployment Insurance. Nan came to the Unemployment Insurance (UI) Division in April of 1996 to provide administrative support to the UI Benefits Bureau. She immediately put her computer software skills to use building templates for the different software changes (DOS to WordPerfect 6.1 to Microsoft Word) making work processes more efficient for staff and providing better service to our customers. Nan was a member of the MISTICS User Test Team and Imaging Process Team and helped to define the work processes that retrieve and index documents and implemented new software that changed how UI does business.

Through Nan's hard work and dedication any UI employee can now access the MISTICS computer system and view all documents related to the claim. This has helped to reduce the time it takes it issue a decision and the hard copy claim file has all but been eliminated, saving storage space and time.

Nan also serves on department committees including, the INSIDER Intranet Committee, and the Information Technology User Team, two key automation/technology committees that are improving how we communicate within the department.

But perhaps Nan's greatest asset is her fun and caring attitude. Nan is a member of the UI Division party committee and is always coming up with great social activities such as the Christmas Auction, Cinco de Mayo, chili feeds, and other creative activities that bring people together and make the work place better. Nan also is an instructor for Violence in the Workplace, conducting many sessions for people inside and outside of the department. Nan is a strong believer in providing a safe environment for people.

When the attack on the World Trade Centers took place, Nan wanted to do something to help the victims and their families. She and Kim Capps came up with an idea to design and sell T-shirts to state employees, donating all the proceeds to support the victims of September 11th and receiving the recognition of the Governor for their outstanding efforts and support.

Outside of the office Nan serves on the Military Affairs Committee and is active in fund raising efforts for the Montana Military Museum, such as the Wine Fair in Helena. Nan also enjoys participating in her community. She is very active in the Octoberfest, and can boast as one of the few original committee members. Over the 12 years she has volunteered she has helped to make it a family event.

Perhaps Nan sums it up best when she says, "I like what I am doing, I like the people I work with, and the customers I serve".

Nan Nail presents Gov. Martz with a "Show Your colors" t-shirt.

Around the State

- The Bitterroot Job Service Workforce Center held their annual Community Job Fair on April 18. The fair was available to all job seekers — young and old, employed, unemployed, or just looking for different work. The fair was held at the Westview Center and had involvement from 60 employers and 40 community service providers and training programs.
- The Bozeman Chamber of Commerce and the Helena Chamber of Commerce received a $40,000 Workforce 2020 grant to split between the two chambers to provide area employers the chance to learn from local and national experts how to increase productivity and reduce turnover. The Bozeman and Helena Job Service Workforce Centers are key partners in the Workforce 2020 program.
- Missoula— The Caring Committee in the Missoula Job Service Office reported a very successful food drive. They collected over 750 pounds of food and Easter treats for the Missoula Food Bank. The staff was extremely generous during a difficult time for the food bank when holiday donations usually start running out.
- The Montana State Employers' Council and the leadership staff from the Workforce Services Division recently held their annual joint meeting in Lewistown. Newly elected executive board members are: **Patty Guiberson**, Chair, Department of Public Health and Human Services, Butte; **Carolyn DeYoung**, Vice Chair, Blue Cross/Blue Shield, Helena; **Mark Heinert**, Treasurer, Central Montana Headstart, Lewistown; **Barb Kain**, Past State Chair, Department of Administration, Helena; and Area Representatives: Area 1—**Cliff Johnson**, Elmo; Area 2– **Roy Hagen**, Glasgow; Area 3—**Jim Hunt**, Livingston; and Area 4—**Pat Cunningham**, Glendive.

The State Employers' Council also recognized several individuals for their outstanding contributions:

- **Diana Thomas**, Sanders County JSEC Chair, awarded Outstanding Local JSEC Chair
- **Flathead JSEC**, awarded Outstanding Local JSEC Committee
- **Tom Frisby**, Manager, Billings Job Service Workforce Center, awarded Outstanding Local Job Service Workforce Center Manager
- **Jerri Miller**, Livingston Job Service Workforce Center, awarded Outstanding Local JSEC Coordinator
- **Melody Downs**, Flathead Job Service Workforce Center, awarded the Spark Plug Award

Rod and Nora Brunner Retire with 64 Years Combined Service

Nancy Axtell

Bozeman Job Service congratulates a wonderful couple on their retirement.

Nora and Rod Brunner retire with a combined service of 64 years with the Montana State Department of Labor and Industry – Bozeman Job Service Workforce Center.

Nora Brunner started in August of 1967 and has provided local employers with reliable and friendly service in meeting their staffing needs. Many callers specifically asked for Nora to handle their hiring requests. She has also provided countless job seekers over the past 35 years with honest, invaluable direction for a successful job search. We will miss Nora as her work ethic has helped formulate the standard for customer satisfaction.

Rod Brunner began his career with the Bozeman Job Service in April 1973 and has worked with numerous programs throughout his tenure. The contributions of assisting job seekers in training or retraining to better help increase their employability through his management of Workforce Investment programs has provided new direction and positive outcomes. Rod also responds to laid off workers by setting up informative sessions to bring resources to those unemployed as a result of business cutbacks or closures. His efforts of coordinating partner agencies' services have been a commendable contribution for the entire community. Rod is thought of as a calming methodical source of energy for many of his customers and co-workers.

As the couple retire to their home in Bridger Canyon their summer plans of travel to Europe and numerous other adventures will evolve. All their former associates at the Bozeman Job Service are eternally grateful and already miss them. From all of us a sincere best wishes for their health and happiness in their next venture. So long Rod and Nora!

High Fives

- "Because a customer made the statement, "I made too much money, I can no longer draw unemployment," it triggered a question in my mind. I asked **Sandy Maul** to review the file. She made some calls and contacted a UI rep in Nevada who called the customer and corrected the situation, so this customer will receive his unemployment benefits. Sandy, you did great and I appreciate your response to my inquiry. You showed your commitment to serving your customers. Thank you." — *Marilynn Merchen, Billings Job Service Workforce Center*
- "I just wanted to let you know about the great people you have working for you. I am working with employees laid off from the closure of a school in Deer Lodge. I told **Shirley Rush** I would be working with a group of these employees and expected they would want to file their claims at that time. Shirley told me to call her if we had several needing to file and she would pull one of the customer service representatives to take the claims. When I met with the claimants, one of them said she did not have a good experience when filing her claim the day before, so that set certain expectations for the rest of the group. I immediately called Shirley and she assigned **Michelle Wigert** to taking the claims. Many positive comments came about from the seven individuals that filed. They felt like they got excellent and speedy service in a time when so many things seem uncertain. I wanted to express my appreciation to the caring people in UI division whose jobs are not so easy on a daily basis." — *Marilyn Ohman, Dislocated Worker Program Operater, Anaconda Job Service Workforce Center*
- **Mary Hainlin**, Business Standards Division, has been reappointed to the Governor's Council on Organ and Tissue Donor Awareness.
- "I would like to thank you [**Helena Lee**, Business Standards Division] for the prompt attention that you gave to the last examination results. I received my permit, grades, and correspondence from you the following Friday after the exam. It saved me from the anxiety of waiting over the weekend for the results and I really did appreciate that." — *Roberta Kelley, Radiologic Technologist*
- "America's Service Locator (ASL) won the Secretary of Labor's Award for Excellence. ASL staff called 954 Workforce Centers in 27 states, including all of the Montana offices. Montana scored 100% in all categories, which included accurate information and customer service. The staff person that called Montana commented that every call was answered by a human, was professionally handled, and he wasn't put on hold. He had fairly high standards for what he considered good customer service. Since this is one of our core values, I think it speaks highly of the fact that staff in the field are walking the talk!" — *Annette Miller, Career Resource Network Director*

MISTICS Celebrates a Successful First Year

Joanne Loughney-Finstad

It has been one year since the launch of Montana's Integrated System to Improve Customer Service (MISTICS), a new state-of-the-art system to improve benefit claims processing within the Department of Labor and Industry's Unemployment Insurance Division.

The system effectively integrated several large databases, and performs key functions immediately which allows staff to see all information pertaining to unemployment claims at the click of a mouse. Prior to implementation of MISTICS, the unemployment claims process was paper intensive and involved longer wait times for information requests from claimants and employers. Now, when customers call the two unemployment phone centers, staff can readily see any work done to date and relay that information to the claimant or employer immediately.

During the year since MISTICS was launched, the division has experienced a dramatic increase in claims, resulting in an increase of $9,072,896 in benefits payments for a total of $73,750,190 in total payments. With the advent of the MISTICS system, the division was able to effectively handle the increase without increasing staff. While efficiencies are still being evaluated, the division has realized and documented savings for operational costs directly attributable to the MISTICS system. The biggest benefit of the system is faster, better service for the division's customers.

"My definition of success for the MISTICS project was that when we turned the system on, none of our customers would know that we changed to a new system. One year ago, this is exactly what happened. It's a credit to our staff that our change to this new system was such a huge success," said Jim Hill, Unemployment Insurance Division Administrator.

Nationally, other states are looking at Montana's example of a well-designed system that makes use of a variety of cutting-edge technologies. The department contracted with KPMG for development of the system. "It seems on a daily basis we hear about huge technology projects that do not meet the needs and expectations of the users and the public after huge investments of staff, time, and money. MISTICS certainly does not fall into that category," said Wendy Keating, Commissioner of Labor and Industry.

Congressman Rehberg Visits Billings Job Service Workforce Center

Tom Frisby

On the morning of April 2nd Congressman Dennis Rehberg toured the Billings Job Service Workforce Center. He took the opportunity to greet many of the staff and visit with each one for a few moments. His visit was just prior to the beginning of construction on the One-Stop JobLINC Center. The Congressman had the opportunity to review the plans for the new Center and toured the areas to be remodeled. He enjoyed seeing the impending improvements which will result in increased service for the citizens of South Central Montana.

He was impressed with the quality and contents of the Resource Room/Lobby area. The resources available through Montana Job Source (MJS) for the job seeking public were also of interest. The ability to see all the jobs available through any Job Service or see jobs available statewide with just a few clicks was impressive to the Congressman.

He appreciated the number of services available to citizens including Veterans, Business Customers, and those seeking training or career guidance. The linking of services for employment and training through the South Central JobLINC agencies reflected the implementation of the Workforce Investment Act to the Congressman.

He was particularly interested in the Video and Audio Cassette Training Library. In fact, he took advantage of the opportunity to check items out of the library by selecting a video entitled, "Humor in the Work Place."

April 2nd was also Jobs Jamboree Day. Congressman Rehberg had hoped to attend the Jamboree, but he was speaking at the International Trade Conference at MSU-Billings at noon, which reduced the time he had available.

Congressman Rehberg asked to be kept informed as to progress of the One-Stop JobLINC Center and the development of the South Central JobLINC Workforce System.

A special, "Thank You" to Congressman Rehberg for making the time in his busy schedule to tour the Center, greet the staff and see the front line effects of his efforts in Congress.

Congressman Dennis Rehberg and Tom Frisby, Manager of the Billings Job Service Workforce Center.

Alan King Named Safety Trainer of the Year

John Maloney

The Wyoming/Montana Safety Council has awarded its prestigious 2002 Safety Trainer of the Year Award to Alan King of the Montana Department of Labor and Industry' Safety and Health Bureau. The council, which is a regional chapter of the National Safety Council, annually recognizes leaders in safety and health in this region. This is the first time a Montanan has been recognized with such a notable honor.

King is the primary mine safety trainer for the department. He is typically in the field training and retraining those involved in mining, sand and gravel operations, crushers, and mills. He travels to all corners of Montana to ensure that those involved in any type of mine activity receive their federally-required safety training. In a normal year, King travels close to 20,000 miles and trains in excess of 1,600 miners. The bulk of the training is done at mine sites and is tailored to the needs of those in attendance. Participants consistently rate the training well above average.

"This training is available to any mine or mine-related contractor in Montana at no cost to the individual. I strongly encourage county and city road departments, private excavating firms, labor unions, and slate and stone operations to take advantage of the type of training provided through our Safety Bureau," said Wendy Keating, Commissioner of Labor and Industry.

Alan King, Mine Safety Trainer, Safety Bureau, Employment Relations Division

Longevity Awards

Twenty department employees were recognized for their longevity with the State of Montana on June 20.

Congratulations and Thanks to the honorees!

Employees Recognized for 5 Years of Service

Melissa Todd, Unemployment Insurance
Bonnie Thorvilson, Employment Relations
Windy Knutsen, Employment Relations
Suzanne Payton, Workforce Services
Kristine Cavazos, Business Standards
Kari Christensen, Human Resources

Employees Recognized for 10 Years of Service

Susan Gable, Workforce Services
Lindy Brekke, Workforce Services

Employees Recognized for 15 Years of Service

Ronald Umscheid, Employment Relations
Jane Bing-Craig, Workforce Services

Employees Recognized for 20 Years of Service

Cathy Brown, Employment Relations
Cheryl Brandt, Business Standards

Employees Recognized for 25 Years of Service

Lynn Long, Unemployment Insurance
John Andrew, Employment Relations
Darrel Gilliam, Workforce Services
Edna Greene, Workforce Services
Harvey Carroll, Workforce Services
Roxanne Bullard, Workforce Services

Employees Recognized for 30 Years of Service

Marvin Matt, Workforce Services

"We keep moving forward, opening up new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths." - *Walt Disney*

Research & Analysis Website Gets Spruced Up

Tina Hash

Just when you think he's topped himself, the multi-talented Casey Greenwood creates another eye-pleasing website.

The recently remodeled Research and Analysis website is his finest yet. Greenwood worked part time for six months completing the project taking into consideration feedback from customers. The new site has a brighter, friendlier look, according to Greenwood, and easier navigation. He's broken down data by program and subject matter and has a text-only website mirroring the one with graphics. He added the remodeled home page is a better gateway to information and includes a section called *Economic News*, for a quick glance at the most current economic numbers and *What's Popular*, which includes the top 10 pages accessed.

The Research and Analysis website is one of the most popular in state government with more than 100,000 hits per month. Greenwood said websites are an important public relations tool for any state agency providing "the fastest, least costly outlet in supplying large amounts of data to the public, not only in Montana but around the world." He said, "The Internet website also provides a key resource for the timely response to queries that customers may have. The use of websites as a main entry port to the customer will continue to become more and more important as acceptance and use continues to increase."

Greenwood has designed several websites and has received national recognition for his ingenuity. When asked about the future R&A website, he said the bureau currently has three separate websites and we need to find better ways to integrate them. There's also discussion of a national site structure called *InFormer*, which is being produced by a consortia of mostly western states which may play a role in the future of Montana labor market information delivery systems. He added, "In the near future, we are working to improve the new sites and we are currently trying to create a better subject-driven system which will provide customers more concise data choices."

Greenwood feels customer feedback is vital in determining future direction of his website designs. The most important feedback he's received is from "customers who are happy with what we are doing." He said, "The new website is a culmination of feedback from our internal and external customers over a period of time. We continue to try to respond to our customers' needs."

And his latest endeavor is a testament to his dedication to providing the highest-quality products and services for R&A website surfers. The website address is still the same:

http://rad.dli.state.mt.us/

The End of an Era in Unemployment Insurance Division

Nan Nail

The clanging and banging of machines being dismantled heralded the end of era in UI Benefits. The last of the paper files were boxed up and shipped to storage and the four mechanical filing cabinets (Lektrievers) were carted away. With the advent of the electronic imaging system, hard copy file folders joined the dinosaurs as a basically extinct species. As the last pieces were being hauled out of the building, long time staff members reminisced about when the Lektrievers were installed and what an innovation they were. Now they have joined the electric typewriter as nostalgic memorabilia. Their long-term use in Unemployment Insurance Benefits was reflected in the burnt orange carpet uncovered by their removal.

When the Electronic Imaging System went "live" in April 2001, staff speculated on the fate of the Lektrievers. There were several creative suggestions for their use: a rotating tanning bed, chicken broaster and time out spot for unruly employees, just to name a few. There have also been suggestions for the floor space opened up by Lektriever removal including dance floor complete with mirror ball and hot tub location. In actuality, the space will be included in a plan to reorganize Unemployment Insurance Benefits and the Helena Claims Processing Center.

These machines have served long and well, housing countless thousands of unemployment insurance claim files. During the last few years, they have ceased to function, one by one, until only one was working by the removal date. It became a right of passage in the bureau to see who could keep them functioning without having to call a repairperson. The final bell tolled when the repairman announced he could no longer get parts. As luck would have it, they lasted just long enough to be replaced by the Imaging System which stores electronic reproductions of documents in virtual files. Though the third floor in the Walt Sullivan building seems a little quiet without the clicking and whirring of the big machines, their passing is just another milestone on DLI's highway to automation.

UI's Lektrievers become ancient history...at last!

Build It, and They Will Come

Tom Frisby

Nail guns, circular saws and hammers make the sounds that mark the location of construction of the newest One-Stop JobLINC Center in Montana. With the impending arrival of agencies from our friends at the Department of Public Health and Human Services, construction on the One-Stop JobLINC Center is well underway. We will lose space to gain space as part of the project. We have lost one of our conference rooms, which will become offices for some of the staff of Development Disabilities. We have seen walls appear in the middle of rooms so that work can begin on the new JobLINC Conference Room, Resource Area/Lobby and the addition on the West end of the building.

The new JobLINC conference room will be an excellent new feature of the One-Stop JobLINC Center. The conference room is designed to be accessible from both sides and by all partners in the Center. It will be able to be divided into two spaces for use by two different groups. The entrances to the Center were designed so the conference room is still accessible for use by groups, agencies and organizations during evenings and weekends. The offices and resources areas in the Center can remain secured during these times.

The new resource area/lobby will be a great addition to the community. It will contain nearly 2,500 square feet of employment and training related information, computers and resources. Job seekers will be able to access Internet job sites on 12 computers, use an additional 4 computers for resumes and cover letters, and 4 more computers for proficiency testing for typing, 10-key and spelling. An exciting aspect of our present resource area/lobby is the direct access to employment service specialists for job seekers. Our customer service oriented specialists will continue to be there for our job seeking customers, but they will not be required to check in with the receptionist. We look forward to this expanded resource area/lobby and the service opportunities it will provide to our customers.

The new addition on the west end of the building will provide a new and modern environment for our advocate unit. This will be the first time they will all be in the same area providing for greater interaction and teamwork. A special feature of the addition will be a business customer entrance. The new entrance will open directly into an expanded business customer library and resource area. Our present business customer library is a tremendous source of information on many, many human resource topics. We are looking forward to being able to expand our collection of information and resources. In addition the resource area will continue to contain a computer and related human resource software for business customer usage.

During 2001, our automatic customer counter recorded over 81,000 visits to the Billings Job Service Workforce Center. 81,951 to be exact! This is an average of 6,829 visits per month. We also helped employers with over 4,000 job openings last year. These figures do not count the tens of thousands of customers who visited with us by telephone and through the Internet at Montana Job

Source last year. We believe that so many customers are utilizing the Job Service because of our commitment to quality customer service, continuous improvement and technical innovation. "Continuous Improvement for Increased Customer Satisfaction" is the Workforce Services Division's "Main Thing" and the Billings Job Service Workforce Center staff has taken that to heart. We expect that the completion of the One-Stop JobLINC Center will mean increased usage by the citizens of South Central Montana. The preceding numbers of customers using the Center will continue to rise as we continue to, "Continuously Improve for Increased Customers Satisfaction."

Butte JSEC Awards Scholarships

The Butte Job Service Employers Committee has awarded scholarships to two Butte Students. Jessica Moe received a $500 scholarship and Dustin Peterson received a $250 scholarship. Moe and Peterson will attend Montana Tech this fall.

Moe is graduating from Butte High and will be studying nursing. Peterson is graduating from Butte Central High School and will major in Heath Care Informatics.

The Job Service Employers Committee is involved in activities geared toward building a strong workforce. Employer seminars fund the scholarships.

Scholarship winners Jessica Moe and Dustin Peterson

Workforce 2020 Comes to Helena, Bozeman

The Bozeman Chamber of Commerce and the Helena Chamber of Commerce received a $40,000 Workforce 2020 grant to split between the two chambers to provide area employers the chance to learn from local and national experts how to increase productivity and reduce turnover. With the help of this grant, the Chamber, partnered with Montana Chamber Foundation, Bozeman Job Service, Bozeman Public Schools and Montana State University, hopes to help local employers attract, train and keep a strong workforce. Participants take away a resource guide that has local information on hiring and recruiting, training, retaining, community resources and human resource principles to help them with their interviewing, selection and wage and hour issues. Past participants in the academies have lowered their turnover and become more profitable.

Inside the INSIDER

A team of hard-working individuals has been working together over the past two months to bring DLI's internal website, the INSIDER, up-to-date. Several changes and enhancements are planned for the INSIDER, including an updated personnel directory that includes a brief description of each person's job, rather than just their job title. A comprehensive list of training materials available throughout the department will also be added, and users will be able to link to a variety of resources helpful to staff throughout the department.

Enhancements are being made based on feedback received through the Intranet survey conducted by Centralized Services Division. The internal site will have a completely different look than the Department website, and will continue to be updated with new information, such as awards and events.

You'll want to check the INSIDER often to see what's new. Recent additions include a searchable DLI acronymn list, and instructions for using the eCalendar.

Team members are: Jerri Miller, Francis Stephenson, Kathy Steil, Lyle Wilson, and Bryan Bird from Workforce Services Division; Colleen Scow, Nan Nail and Laura Gibbs from Unemployment Insurance Division; Tonya McCormack from Employment Relations Division; Kim Lindstrom, Terry Brave, Sheri Hall, Kari Christensen from Centralized Services Division; and Kelly Chapman from the Commissioner's Office.

If you have content ideas for the INSIDER, please contact Kelly Chapman at 444-1520 or Kim Lindstrom, 444-9828.

Joan Crum Appointed to ALMIS Consortium

Tina Hash

It seems the Research and Analysis Bureau staff is getting a reputation on a national level for its expertise in producing and providing training for labor market information.

Joan Crum, Information Systems Support specialist and ALMIS database administrator for the R&A Bureau, was recently named an official ALMIS (America's Labor Market Information System) Database Maintenance Consortium member at the June 2002 meeting. (See related article on Candy Cardwell.) Dave Ducello, who supervises Crum and Cardwell in the R&A Bureau, said, "Look at the requests we get for your expertise in many areas. The requests show the level of professionalism and expertise that folks outside the bureau see."

Since late 1994, the Employment and Training Administration (ETA) of the U.S. Department of Labor has funded several state consortia to conduct research, development, operational and marketing work in support of ALMIS. The groups under the ALMIS umbrella are the ALMIS database, long-term industry projections, short-term forecasts, occupational projections, and America's Job Bank (AJB) transactions.

The full ALMIS database consortium meets about four times a year for three to four days each time. Committees hold additional meetings whenever the workload requires. Crum said she's been attending meetings as a guest, and her first meeting as a member will be September 2002. The ALMIS Database Maintenance Consortium designs and improves the ALMIS database structure. It also provides training and support to the states in ALMIS database implementation and updates of their database. This common database structure allows information to be shared across state borders. It also gives a way for users to compare similar data from state to state.

You can access the information Crum provides for Montana on the MTSARAS website at:

http://saras.dli.state.mt.us/mtsaras or click on the MTSARAS logo on the bottom left of the Research and Analysis Bureau website at:

http://rad.dli.state.mt.us/ (see related article on Casey Greenwood).

Crum has been attending the database structure committee meetings, which currently deal with upcoming major occupational and industry code changes. She also just finished a short-term appointment to the education committee to help design an applied ALMIS database training course designed for experienced staff responsible for building and maintaining the ALMIS database in their states.

When asked about the importance of having a representative from Montana on the ALMIS Consortium, Crum responded, "With its small population and different labor market program needs, it provides us with a voice in the design of a legally-required database. The meetings provide me with an educational opportunity as the ALMIS database administrator that is unavailable elsewhere." Crum added, "I meet others with similar problems who can help find answers and I bring back ideas, website addresses and suggestions which I pass on to the appropriate people in our bureau."

Workforce Services Division Welcomes 2 New Bureau Chiefs

Kathy Steil

Gary Warren Transfers from Fiscal Support Bureau

Gary Warren began service with the State of Montana in 1992 after a major career change (military retirement from the U.S. Coast Guard). After spending nine years at the Teachers' Retirement System as Assistant Executive Director, Gary came to DLI as the Fiscal Support Bureau Chief seeking new challenges and opportunities. Gary found the challenges he desired while working in the Fiscal Support Bureau. His main goal as Fiscal Support Bureau Chief was to improve communications and customer support to all of the Fiscal Support Bureau's customers. He also added, in jest, that his overwhelming goal became the attempt to obtain more money for the CAP fund.

As Statewide Workforce Programs Bureau Chief, Gary's goal is to be a major player in the great teamwork and cooperation that the Workforce Services Division has implemented. He wants to continue providing the customer focus and services for which the Division is known. Gary also mocks that he will strive hard to pay less for CAP services.

Gary's primary hobbies are competitive Team Penning equine activities and motorcycle road trips, as time permits. His main riding partner, both horse and motorcycle, is his wife of 27 years, Bernie. This year they have a very busy schedule of weekend Penning competitions planned, as well as a motorcycle road trip to the Grand Canyon and the Southwest.

Gary Warren, Bureau Chief, Statewide Workforce Programs

Gordy Higgins, Bureau Chief, Job Service Programs

Gordy Higgins Joins DLI from Legislative Services Division

Gordy Higgins is the new Bureau Chief for Job Service Programs in the Workforce Services Division. For the past five years, Gordy was a Legislative Research Analyst for the Montana Legislative Services Division. He was the House Business and Labor Committee staff person during the 2001 Legislative Session and most recently served as the staff to the Economic Affairs Interim Committee and the SJR 22 Subcommittee on Health Care and Health Insurance. His legislative responsibilities incorporated a wide array of policy areas including insurance issues, workers' compensation, labor policy, health policy, and economic development.

Prior to working for the Legislative Services Division, he worked for the Illinois Governor's Office of Legislative Affairs where he was a Legislative Liaison with the Department of Natural Resources.

A native Montanan, Gordy grew up in Great Falls, attended Carroll College and the University of Montana – Missoula graduate program in Public Administration. He and his family enjoy the usual outdoor-related activities, but he has a particular passion (some might say obsession) for flyfishing.

Gordy and his wife, Denise, have a daughter, Nora.

DLI Joins State eCalendar Service

Kelly Chapman

The Department of Labor and Industry is now part of ISD's Statewide cCalendar, available on the Internet. If you currently post events to the DLI calendar, those notices will automatically be posted to the State eCalendar. If you'd like to post your events on the State eCalendar, simply send an e-mail to:

DLICALADMIN@state.mt.us

If you currently use a distribution list in Outlook to post your events, please add this email address to your distribution list.

You may include text files, such as meeting agendas or registration forms, when posting your event.

Coming soon: an internal events calendar on the INSIDER, with notices forwarded to the MINE eCalendar.

Hardly an Arbitrary Conference

Vicki Knudsen

The 23rd annual Arbitration and Labor Relations Conference will be held on September 26 and 27, 2002, at the Heritage Inn in Great Falls. The Montana Department of Labor and Industry, Board of Personnel Appeals, Montana Arbitration Association, Federal Mediation and Conciliation Service, and the National Labor Relations Board sponsor the conference.

The conference provides a forum where everyone in the labor relations arena, whether private or public, management or labor, basic or advanced practitioners, can meet to exchange information and learn from one another. The conference program includes sessions addressing the Americans with Disabilities Act (ADA) and the Family Medical Leave Act (FMLA), and how these Acts affect public and private organizations. Representatives from Saturn Motors will discuss the latest in their innovative labor/management relations. Concurrent sessions are offered on the arbitration and mediation processes, with presenters from public and private industry in both programs. For a national perspective, representatives of the National Labor Relations Board (NLRB) and Federal Mediation and Conciliation Service (FMCS) will provide legal update sessions. Karl Englund and LeRoy Schramm will discuss Montana employment law developments.

Nationally recognized arbitrator Jack Flagler will present a program on the fundamentals of arbitration. A panel of representatives from the Montana Board of Personnel Appeals (BOPA) and the NLRB will discuss the similarities and differences of these public and private Boards. John Andrew, Labor Standards Bureau Chief, and Catherine Roth, an agent of the NLRB, will present concurrent sessions identifying the fundamentals of each of these Acts to set the context of the Boards' presentations. For more advanced practitioners, Tom Levak will present during a session on Remedies in Arbitration.

A new session on the agenda is Red Light/Green Light: Instant Arbitration case analysis. A panel of arbitrators will be given factual situations and give their decision and reasons upon which they make the decision as a panel. This presentation format has become very popular at conferences throughout the country and the sponsors of the conference hope to make it a regular part of future conferences.

The entire agenda for the conference is available for review at the new Conference Home Page:

http://erd.dli.state.mt.us/LaborStandards/Conference/Conference_Home.htm.

This page provides links to the agenda, presenter biographical information, and the conference registration form. In addition, a link to the 2003 conference provides information about the location and dates for that conference and allows individuals to pass on ideas about topics and/or presenters for use in future conferences. To receive more information or to pre-register, please contact Vicki Knudsen, Conference Coordinator, at P.O. Box 6518, Helena, MT 59604, or by telephone at 406-444-0038, by email at vknudsen@state.mt.us, or visit our web site listed above.

Workers' Compensation Court: Under Construction

Clara Wilson

On June 15th the construction of our new courtroom will begin. The courtroom will occupy the back half of the Court's present office space. Other remodeling in the existing space will be necessary to accomplish this. This project became necessary when we learned that we would not be allowed to use the courtroom in the new Federal building for our trials. After looking into our options, it became clear that having our own courtroom would be more cost effective than moving into the old Federal building and remodeling space there to accommodate the use of their existing courtroom.

Besides the regular Helena trial docket, the Court regularly conducts other trials and hearings in Helena on a special settings basis so it is essential to have a courtroom at our disposal. Recently it has also become increasingly difficult to secure courtrooms in other venues which will make having our own courtroom beneficial. The project will take approximately 3 to 4 weeks to complete. An open house will be held after the work is completed. Pat makes delicious brownies so you will have to be sure and put this event on your calendar.

It was recently decided that the Butte trial venue will now be held in Helena due to difficulty in securing a courtroom there for trials. The Court will continue to attempt to accommodate trials in the Butte/Bozeman areas provided a courtroom or other appropriate facility can be located.

Employee Survey Highlights Successes, Areas for Improvement

Kelly Chapman

Nearly 72% of the Department's employees participated in this year's employee survey, and the results revealed strengths and weaknesses at the department level. More specific analysis was completed at the Division and Bureau level. You should be hearing more about the results from your Division and Bureau in the near future.

Many employees opted to provide written comments in addition to scoring the individual questions. Often, these comments provide considerably more insight into the wellness of each area than the numeric scores. Every comment provided has been read by the Commissioner, and others as appropriate. The final survey reports that will be distributed to each Division and Bureau also include comments, but language that would identify the commenter and negative comments specific to individuals were removed. These comments were still valuable and have been shared with the appropriate individuals.

While there was considerable variance from Division to Division, from a Department perspective the top five areas for improvement are:

- Communication
- Staffing
- Teamwork
- Empowerment
- Constructive Feedback

The strongest areas at the Department level are:

- Knowing expectations at work
- Focusing on customer needs and expectations
- Equipment

The Department survey is used as a tool for continuous improvement, and you may be asked to provide more specific information at the Division or Bureau level to more accurately focus improvement efforts.

Comments from the 2002 Department Survey

Here's a sample of comments from this year's survey:

- "Our manager and supervisor are always open and honest about information that affects us in our work environment. We are encouraged to try new things and overcome mistakes to improve performance and service to our customers. The work place is designed for professional and personal growth."
- "I'm not sure what the mission and goals are. They are not talked about in our bureau, they don't seem to be talked about in the administrators' meetings (not in the recaps we get) and we do not relate our unit's work to the department's mission and goals. Maybe it would be good to use these more in training, updates, etc."
- "All communication comes as a result of the rumor mill. While I am able to do my job effectively, much time is spent trying to assuage the fears of others because of the rumors flying around the Bureau. Clear communication from the Division Administrator, the Bureau Chief, and others in supervisory roles would increase both productivity and job satisfaction."
- "It seems as though communications regarding the re-organization and our continuing evolution of what we do is not as good as it was a few years ago. Turn over at management levels, for the Department as a whole, seems to be running at a higher pace than it did a few years ago."
- "I'm not sure anyone can do what they do best EVERY DAY, but it comes pretty close for me. In fact, I have been learning new things that I never knew I could do, and enjoying them."
- "My direct supervisor, bureau chief, and administrator are all very supportive. They allow me to grow while doing my job, value my suggestions and input, and genuinely care about me as a person. My working environment is awesome. I look forward to coming to work each day, enjoy the humor, and relaxed atmosphere while still maintaining professionalism and meeting the deadlines for each project assigned. I can't begin to say enough good things about my employers here at ERD. I just feel blessed."
- "My administrator asks for input and listens with an open mind when I have suggestions. He values my opinion. My bureau chief asks me for suggestions and input often...he is very respectful of our staff. My direct supervisor is new, and I feel he has leaned on me for advice and input. They are all terrific to work for."
- "Things are much better in our bureau. We went through a time of uncertainty which affected the way we dealt with our customers. Some problems still exist involving isolated employees but we are moving forward in solving those issues."
- "It has been a positive thing to now be in the Department of Labor and some of the seriously needed changes take time to implement and see results."
- "Due to limited staff and increasing workloads, everyone "thinks" they are too busy to provide a lot of feedback (positive or not) to staff. This flows over into the area of "effective communication"...folks have good intentions but don't stop to take the time to follow up. For my part, I will continue to make every attempt to follow the guidelines presented in Mosaic Manager training, yet I too am guilty of falling short on this management style."

DEPARTMENT OF LABOR AND INDUSTRY REPORT CARD

I know what is expected of me at work.	4.32	My supervisor supports customer-focused	4.26
I have the information I need to do my work.	4.07	My supervisor shows respect for people and programs in all divisions throughout the agency.	4.17
I have the equipment I need to do my work.	4.21	My supervisor practices the mission and vision of the department.	4.15
At work, I have the opportunity to learn and grow.	3.97	My supervisor creates an atmosphere of support, openness and trust.	3.98
I feel valued at the workplace.	3.84	My bureau chief supports customer-focused decisions.	4.13
I get enough constructive feedback at work.	3.64	My bureau chief shows respect for people and programs in all divisions throughout the	4.03
My opinions seem to count, even though they may not have been implemented.	3.65	My bureau chief practices the mission and vision of the department.	4.02
I have the opportunity to do what I do best every day.	3.89	My bureau chief creates an atmosphere of support, openness, and trust.	3.78
I feel my coworkers are committed to doing qual-	4.03	My administrator supports customer fo-	4.17
Someone at work seems to care about me.	4.10	My administrator shows respect for people and programs in all divisions throughout the agency.	4.11
I feel there is adequate and effective communication within the department.	3.25	My administrator practices the mission and vision of the department.	4.06
I feel we have enough staff to get the work done in my office/work unit.	3.38	My administrator creates an atmosphere of support, openness, and trust.	3.91
I believe DLI is a quality organization.	4.08	The commissioner supports customer-	4.36
I understand my role in accomplishing the mission and goals of the department.	4.16	The commissioner shows respect for people and programs in all divisions throughout the agency.	4.30
Mission— Increasing good teamwork and partici-	3.68	The commissioner practices the mission and	4.26
Mission—Empowering staff individually and in teams to make decisions that affect them	3.64	The commissioner creates an atmosphere of support, openness, and trust.	4.16
Mission—Creating an environment for continual improvement.	3.93	Respondents graded each question using a scale of A to F. Mathematically, A=5, B=4, C=3, D=2, F=1.	
Mission—Focusing on customer needs and satisfaction.	4.25	Response Rate	71.7%

Ground Zero

(Continued from page 1)

worked with the industrial hygiene crews performing air sampling, while still others worked with crews performing safety walks. Montana's volunteers for the most part worked 2nd and 3rd shifts, and found that most of their work consisted of assisting workers in need of replacement cartridges and other PPE. This gave them an opportunity to do some informal training regarding cleaning, care, fit-checking, and use of respirators. The Montana volunteers also spent a lot of time encouraging workers to use their respirators and answering questions about the types of air contaminants workers might be exposed to and the potential effects of such exposure.

DLI Safety Bureau staff reported that the experience at ground zero was incredible. Some of their most memorable experiences were meeting the real life heroes of that tragic day, the NYC firemen and police officers, and listening to their astonishing firsthand accounts. Seeing reports on television over 1,200 miles away does not compare to being there in person. DLI Safety Bureau staff heard all the ways that NYC firemen and police officers selflessly risked their lives to do their jobs and saved not only civilians but their own rescue workers as well. The stories they heard provoked a range of emotions that was difficult to describe. Everyone who went to the site left a little something there, but brought back a lot more.

The Safety Bureau volunteers to the WTC are incredibly thankful for the opportunity to provide services to those working there. Those representing Montana were: Dave Armstrong, Jim Cooley, Carl Crouse, Frank Hayes, Kirk Smith, Tina Smollack, and Dan Toney.

The *Montana Department of Labor & Industry News* is published quarterly for the department's employees.

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Mickey Lindgren & Clara Wilson, Workers' Compensation Court

Wade Wilkison & Marla Yager, Employment Relations Division

Contact Kelly at 444-1520 if you have comments on this issue. We will accept your stories and photos at any time. Your input is valued, and we hope to hear from you soon!

High Fives

- Congratulations to **Becky Salminen** and **Sandy Matule** on being hired as permanent administrative officers in Business Standards Division.
- "Our hotel recently installed and updated our guest hot water system that was very complicated. **James McGimpsey** found details about the install that were not correct, and had the contractors add particular equipment that will benefit the hotel. He spent numerous hours with us determining our needs and requirements, which will benefit our business in water conservation and reduced energy consumption. He even showed up at 6 a.m. to physically monitor the demand load and working conditions of our new equipment. Now that's what I call going out of your way to service a customer! Mr. McGimpsey is a fine example of what dedication, knowledge and customer service are all about." — *Rick Jones, General Manager, Choice Hotels, Billings*
- **Alan King**, Employment Relations Division, was recently awarded the 2002 Safety Trainer of the Year by the Wyoming/Montana Safety Council.
- "**Michelle** [Wigert] was wonderful! She was helpful, kind and understanding and went out of her way to assist our mutual client. I was very impressed and have been meaning to write a note and let her supervisor know how much she is appreciated. Thank you, Michelle!!!" — *Nancy Glarum, Community Manager, Meridian Pointe*
- "**Chris Hahn** is a pleasure to deal with. When I have questions relating to our fire licenses, he is helpful, professional, and always returns my phone calls if he's away when I call. These are qualities that I haven't always found when dealing with other government agencies. Please give Chris our thanks for a job well done." — *J. Casey Camper, Bozeman Safe & Lock*
- "We are professionals in our own fields but are often perplexed by the intricacies of state procedures and "governmental logic." **Cheryl Smith** has cheerfully guided us through the maze of the bureaucracy and skillfully coordinated our needs with those of other agencies. Her ability and dedication have made it possible for us to represent the People of our state. We appreciate Cheryl, and we wanted you to know." — *Board of Funeral Service*
- "This morning I telephoned the Board of Pharmacy for assistance on a project that I am currently working on. I was very pleased with the immediate assistance I received from **Nancy Dunagan** and I would like to thank her for her time and effort. What I thought was going to take several days to accomplish only took a few minutes. Her helpfulness was very appreciated and I just wanted to bring it to your attention." — *Danielle Dauenhauer, University of Montana School of Pharmacy*

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